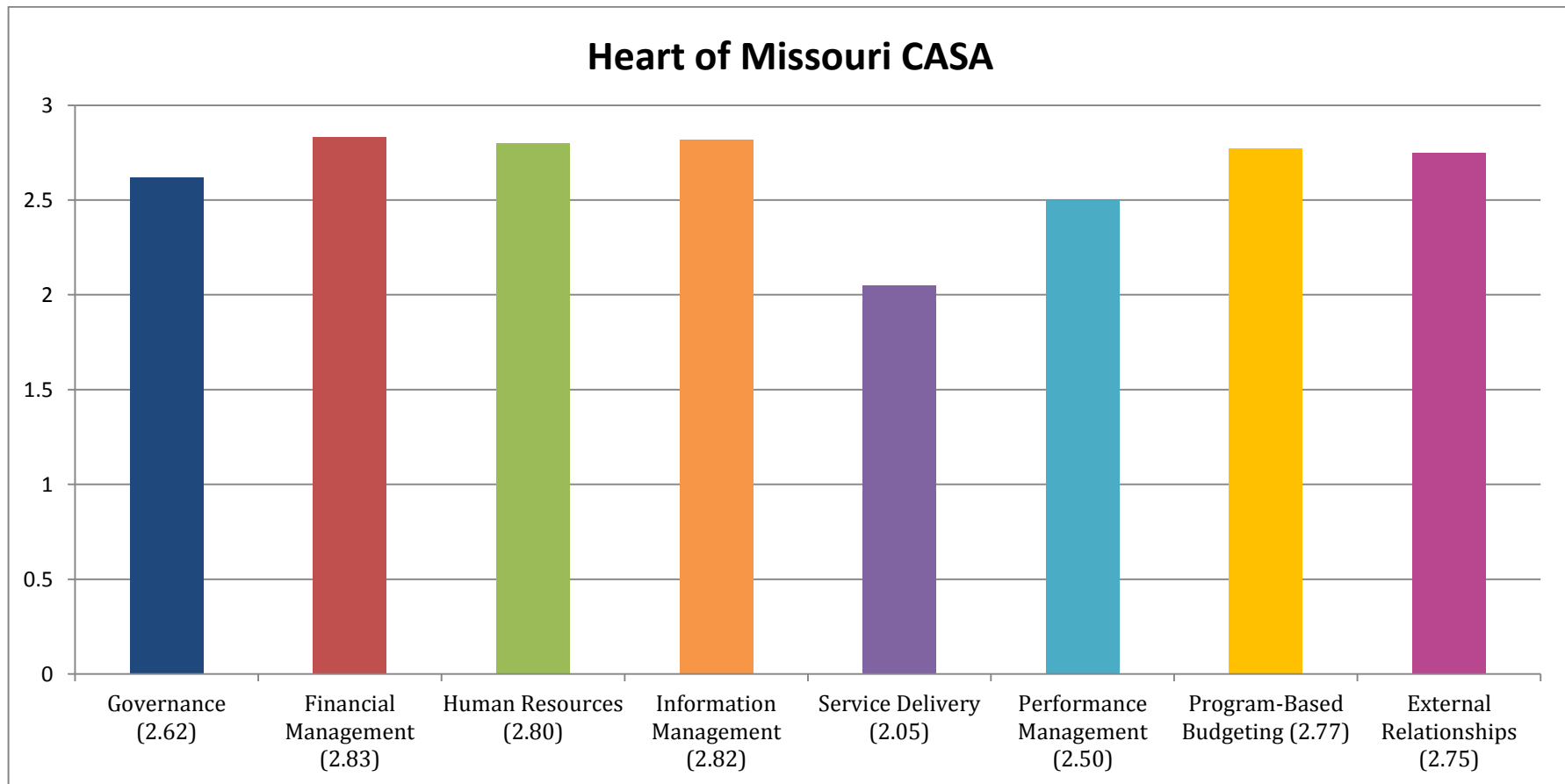


## Agency Capacity Evaluation

Agency: Heart of Missouri CASA  
Date of Review: August 13, 2014  
Evaluation Valid: July 1, 2014-June 30, 2017  
Overall Evaluation Score: 2.64

**Scale**  
**3 = High Level of Capacity**  
**2 = Moderate Level of Capacity**  
**1 = Low Level of Capacity**



## 1. Governance: 2.62

	Response	Subheading Score	Category Score
<b>Mission Statement</b>	High – Clear expression of agency’s reason for existence		<b>3</b>
<b>Vision Statement</b>	High – Vision translates into a clear set of goals used to direct actions and set priorities		<b>3</b>
<b>Board of Directors</b>			
<ul style="list-style-type: none"> <li>• Appropriate number of board members</li> </ul>	Unknown how many board members are required, currently has 8 board members, would like to get to 10-12	1	
<ul style="list-style-type: none"> <li>• Average rate</li> </ul>	Have maintained 8 members for the last 3 years	1	
<ul style="list-style-type: none"> <li>• Terms and term limits</li> </ul>	2 year terms, limit of 3 terms	3	
<ul style="list-style-type: none"> <li>• Reflective of demographic served</li> </ul>	No	1	
<ul style="list-style-type: none"> <li>• Role in goal setting and management</li> </ul>	Provides strong direction, support and accountability to leadership	3	
<ul style="list-style-type: none"> <li>• Family/business relationships</li> </ul>	Yes – Family relationship between two board members	1	
<i>Board of Directors Average Score:</i>		10/6=	<b>1.66</b>
<b>Policies and Practices</b>			
<ul style="list-style-type: none"> <li>• Conflict of interest policy</li> </ul>	Yes – Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Whistleblower policy</li> </ul>	Yes – Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Document retention policy</li> </ul>	Yes – Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Business continuity plan</li> </ul>	Yes – Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• Document meetings and track actions</li> </ul>	Yes – Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>• ED hiring process (Review and approval by independent persons, comparability data, and verification of the deliberation and decision)</li> </ul>	1) Review and approval by independent persons indicated 2) No comparability data process 3) Verification of deliberation – meeting minutes	2	

• Lobbying written policies and reported on IRS990	N/A – Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		17/6=	<b>2.83</b>
<b><i>Governance Capacity Score:</i></b>		<b>10.49/4=</b>	<b>2.62</b>

## 2. Financial Management: 2.83

	Response	Subheading Score	Category Score
<b>Policies, Practices, and Procedures</b>			
• Written financial policies and procedures	Yes – Reviewed by evaluator	3	
• Accountability standards or practices and controls to ensure accuracy	Follow MO and National CASA guidelines, checks and balances process, separation of duties, board approval on expenses, two signatures required	3	
• Accrual basis accounting	Yes	3	
<i>Policies, Practices, and Procedures Average Score:</i>		9/3=	<b>3.0</b>
<b>Oversight</b>			
• Person responsible for daily fiscal management	Executive Director	Report	
• Is this person dedicated to fiscal management	No	1	
• Who is responsible for budget development	Executive Director and Board of Directors	Report	
• Treasurer	Yes- Active Treasurer	3	
• Board oversight	Financial records are prepared by Executive Director and presented by the Treasurer at monthly board meetings	Report	
• Annual review overseen by board	Yes	3	
• Form 990 provided to the Board of Directors	Yes	3	
<i>Oversight Average Score:</i>		10/4=	<b>2.5</b>
<b>Insurance</b>			
• Workers' Compensation	Yes	3	
• Business Auto Liability	Yes	3	

• Commercial/General Liability	Yes	3	
• Directors and Officers Liability	Yes	3	
• Professional Liability	Yes	3	
<i>Insurance Average Score:</i>		15/5=	<b>3.0</b>
<b><i>Financial Management Capacity Score:</i></b>		<b>8.5/3=</b>	<b>2.83</b>

### 3. Human Resources: 2.80

	Response	Subheading Score	Category Score
<b>Employment Policies and Practices</b>			
• Written personnel policies	Yes – Reviewed by evaluator	3	
• Non-discrimination policy	Yes – Reviewed by evaluator	3	
• Affirmative action plan	Yes – Reviewed by evaluator	3	
• Workforce reflective of demographic served	No	1	
• Labor laws clearly posted	No	1	
• Criminal background checks on employees	Yes	3	
• Abuse and neglect checks	Yes	3	
• How often conducted	At employment and annually	Report	
<i>Employment Policies and Practices Average Score:</i>		17/7=	<b>2.42</b>
<b>Staff Training and Development</b>			
• New employee orientation	Yes	3	
• Staff development plan	Yes – Reviewed by evaluator	3	
• Leadership development plan	Yes – Reviewed by evaluator	3	
• Succession plan	Yes – Reviewed by evaluator	3	
• License and certification	License and certification requirements adhered to	3	
<i>Staff Training and Development Average Score:</i>		15/5=	<b>3.0</b>
<b>Volunteers</b>			

• Screened and trained	Application, background checks, orientation, and extensive training provided	3	
• How are volunteers utilized	Court Appointed Child Advocates	Report	
<i>Volunteers Average Score:</i>		3/1=	<b>3.0</b>
<b><i>Human Resources Capacity Score:</i></b>		<b>8.42/3=</b>	<b>2.80</b>

#### 4. Information Management: 2.82

		Subheading Score	Category Score
<b>Policies and Procedures</b>			
• Retention and destruction policies	Yes – Reviewed by evaluator	3	
• Funder requirements incorporated	Yes	3	
• Identify the records custodian	Volunteer Coordinator	Report	
<i>Policies and Procedures Average Score:</i>		6/2=	<b>3.0</b>
<b>Data Management</b>			
• Client program and participation data	Yes	Report	
• Volunteer applications and records	Yes	Report	
• Personnel records	Yes	Report	
• Financial records	Yes	Report	
• Donor and contribution records	Yes	Report	
• Mailing list	Yes	Report	
• Workflow description	No	Report	
• Inventory of hardware and software	Yes	Report	
• Disaster readiness or recovery plan	No	Report	
<i>Data Collection Score:</i>		7 of 9 = High	<b>3.0</b>
• Who has access to program data	Executive Director, Volunteer Coordinator and Board President	3	
• Is program data backed-up	Yes	3	

• Validity and reliability	High – Agency has systems in place to ensure reliability and validity: Reviewed by supervisors, volunteers trained on data entry, court processes for case tracking and review	3	
• Data retained in accordance with policy	Yes	3	
<i>Program Data Management Average Score:</i>		12/4=	<b>3.0</b>
<b>Confidentiality</b>			
• Confidentiality policies and procedures	Yes	3	
• Confidentiality agreement for:			
○ Employees	Yes – Reviewed by evaluator	3	
○ Volunteers	Yes – Reviewed by evaluator	3	
○ Board members	Yes – Reviewed by evaluator	3	
• How often are they renewed	At employment or joining the agency	Report	
• Regular trainings	Yes	3	
• Individual passwords for each computer	Yes	3	
• Privacy filters for monitors	No	1	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	Yes - both	3	
<i>Confidentiality Average Score:</i>		25/9=	<b>2.77</b>
<b>Systems and Infrastructure</b>			
• Meets current and anticipated needs	No	1	
• Challenges	Need additional space and technology upgrades	Report	
• Upgrades in next two years	Yes – Planned as part of strategic plan	Report	
• Off-site data storage	Yes	3	
• Data management software	MO CASA Manager, MO CASA Connect, ODM	Report	
• Network computer system	Yes	3	
• Network administrator on staff	No	1	
• Network back-up protocol	Yes	3	
• Utilize the following:			

<ul style="list-style-type: none"> <li>○ Microsoft Office Suite</li> <li>○ Commercial analytical software</li> </ul>	<p>Yes</p> <p>No</p>	Report Report	
• Rate systems for:			
○ Data collection	Moderate	2	
○ Data management	High	3	
○ Data reporting	High	3	
○ Data storage	Moderate	2	
<i>Systems and Infrastructure Average Score:</i>		21/9=	<b>2.33</b>
<b><i>Information Systems Capacity Score:</i></b>		<b>14.1/5=</b>	<b>2.82</b>

## 5. Service Delivery: 2.05

	Response	Subheading Score	Category Score
<b>Program Services</b>			
• Most successful aspect of program(s)	One-on-one interaction with child advocate, and the continuity provided by the advocate	Report	
• Barriers	Need additional staff to supervise CASA volunteers, facilities and infrastructure need upgrades	Report	
<b>Infrastructure</b>			
• Meets current and anticipated needs	Meets current needs, but not their anticipated needs, does not allow for any new growth or expansion	2	
• Rate capacity for <ul style="list-style-type: none"> <li>○ Office building and meeting space</li> <li>○ Parking</li> <li>○ Storage</li> </ul>	<p>Low</p> <p>Moderate</p> <p>Low</p>	<p>1</p> <p>2</p> <p>1</p>	
<i>Infrastructure Average Score:</i>		6/4=	<b>1.5</b>
<b>Policies, Practices, and Procedure</b>			

• ADA compliance and documentation	Unsure, no documentation available	1	
• Written non-discrimination in public accommodations	Yes	3	
• Fulfill staffing ratios	Yes – National guidelines for 30 volunteers to 1 staff member, agency adheres to standards	3	
• Do you solicit feedback from participants	Yes - Exit interviews for volunteers, and a collaborative staff team model allows for feedback	3	
• Customer grievance process	Yes – Reviewed by evaluator	3	
<i>Policies, Practices, and Procedure Average Score:</i>		13/5=	<b>2.6</b>
<b><i>Service Delivery Capacity Score:</i></b>		<b>4.1/2=</b>	<b>2.05</b>

## 6. Performance Management: 2.5

	Response	Subheading Score	Capacity Score
<b>Performance Management</b>			
• Barriers and challenges	More staff needed for tracking and administrative tasks	Report	
• Utilized to guide programming	Program and performance evaluation and improvement, setting benchmarks and measuring impact, reporting to funders and other stakeholders	3	
• Consistent with other funders	Yes	Report	
• Communicated to board	Yes	3	
• Communicated to staff and volunteers	No	1	
• Rate systems for <ul style="list-style-type: none"> <li>○ Monitoring performance</li> <li>○ Reporting performance</li> </ul>	Moderate High	2 3	



○ Utilizing performance for evaluation and planning	High	3	
<b><i>Performance Management Capacity Score:</i></b>		<b>15/6=</b>	<b>2.5</b>

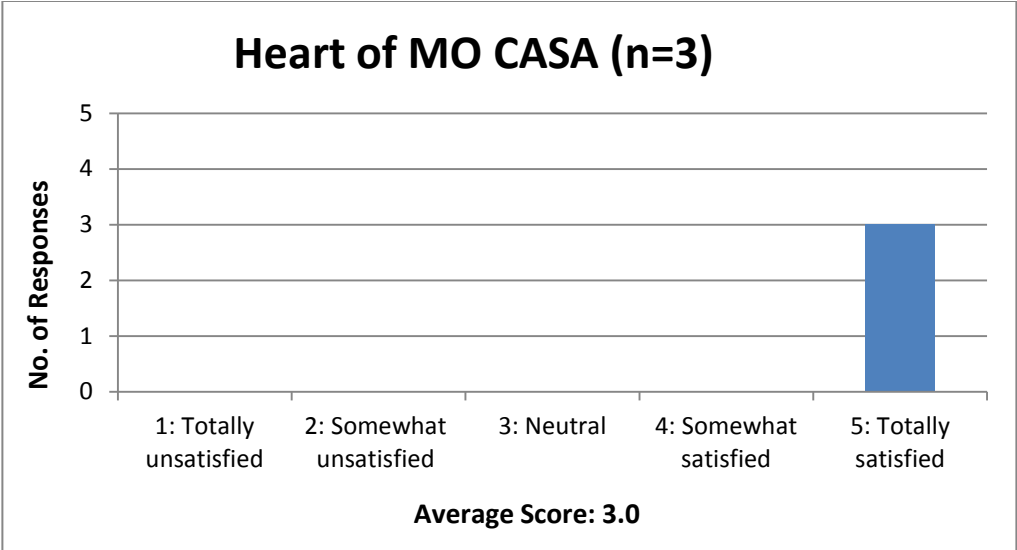
## 7. Program-Based Budgeting: 2.77

	Response	Subheading Score	Capacity Score
<b>Program-Based Budgeting</b>			
<ul style="list-style-type: none"> <li>Procedures for developing and monitoring program budgets</li> </ul>	High – Well-designed and informed budget development process: utilizes historical and performance data, budgets are rigorously managed and adhered to	3	
<ul style="list-style-type: none"> <li>Does the process cover projected:               <ul style="list-style-type: none"> <li>Ongoing revenues and expenditures</li> <li>Occasional or special revenues and expenditures</li> <li>Capital expenditures</li> </ul> </li> </ul>	Yes – all included	3	
<ul style="list-style-type: none"> <li>Board members utilized</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Annual program budgets tied to annual operational plan</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Who is responsible for oversight</li> </ul>	Executive Director, Treasurer and Board of Directors	Report	
<ul style="list-style-type: none"> <li>Rate systems for:               <ul style="list-style-type: none"> <li>Developing program budgets</li> <li>Assessing data to recognize trends</li> <li>Working with staff to understand budgets</li> <li>Working with board to understand budget</li> <li>Accurately forecasting change in budget</li> </ul> </li> </ul>	Moderate - High Moderate - High Moderate - High Moderate – High High	2.5 2.5 2.5 2.5 3	
<b><i>Program Based-budgeting Capacity Score:</i></b>		<b>25/9=</b>	<b>2.77</b>

## 8. External Relationships: 2.75

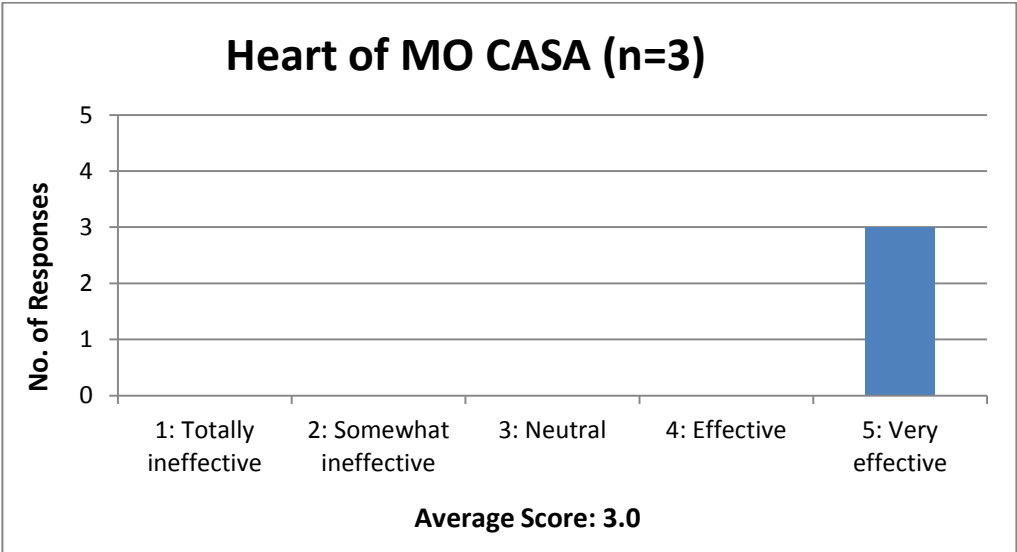
	Response	Subheading Score	Capacity Score
<b>External Relationships</b>			
<ul style="list-style-type: none"> <li>• Collaboration</li> </ul>	Agency has built and maintains strong, high-impact relationships with a variety of relevant partners	3	
<ul style="list-style-type: none"> <li>• Widely known and perceived to be engaged</li> </ul>	Moderate – Making short term progress, but need to make further progress on name recognition and a community understanding of the mission of the agency	2	
<ul style="list-style-type: none"> <li>• External partner feedback               <ul style="list-style-type: none"> <li>○ Satisfaction</li> <li>○ Effectiveness</li> <li>○ Comments</li> </ul> </li> </ul>	<p>High</p> <p>High</p> <p>See attached</p>	<p>3</p> <p>3</p>	
<b><i>External Relationships Capacity Score:</i></b>		<b>11/4=</b>	<b>2.75</b>

Please rate your overall satisfaction with your partnership with the agency.



<u>Scale</u>
3.0 = Totally satisfied
2.5 = Somewhat satisfied
2.0 = Neutral
1.5 = Somewhat unsatisfied
1.0 = Totally unsatisfied

Please rate your opinion of the effectiveness of each agency in the community.



<u>Scale</u>
3.0 = Very effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

**Comments:**

Heart of Missouri CASA is a member in good standing of the Missouri CASA Association and the National CASA Association. To maintain these memberships, the program must meet standards set by National CASA, which involve a rigorous examination of program management, including board governance, by-laws, policies for staff and volunteers, and fiscal management. In addition, the program must complete an annual grant application for Missouri CASA funds.

Heart of Missouri CASA has successfully completed all membership requirements and has received several National CASA Association grants, which are extremely competitive. They have consistently been approved for the annual Missouri CASA funding of \$10,000, which is not competitive but requires annual financial and data reporting, in addition to those required by National CASA.

Since its founding, Heart of Missouri CASA has provided well trained community volunteers to abused children in the City of Columbia. These volunteers provide quality advocacy for our city's youngest victims at a crucial point in their lives. The Heart board fully supports these efforts.

I enthusiastically endorse Heart of Missouri CASA for support from the City of Columbia, both as the executive director of the Missouri CASA Association and a resident of the city.

They are volunteers who are committed to ensuring the best interests of children in foster care are met in our community. We appreciate the time and effort of all the volunteers.